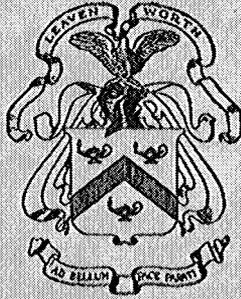


ANNUAL REPORT

OF THE

**COMMAND AND GENERAL STAFF SCHOOL
FORT LEAVENWORTH, KANSAS**

1929 - 1930



**THE COMMAND AND GENERAL STAFF SCHOOL PRESS
FORT LEAVENWORTH, KANSAS**

1930

THE COMMAND AND GENERAL STAFF SCHOOL
FORT LEAVENWORTH, KANSAS

July 17, 1930.

SUBJECT: *Annual Report for The Command and General Staff School year 1929-1930.*

To: *The Adjutant General, War Department, Washington, D.C.*

In compliance with paragraph 3 c (2) (a), A.R. 350-110, the Annual Report of The Command and General Staff School for the school year 1929-1930 is submitted herewith.

1. **SCHOOL STAFF.**—During the school year 1929-1930 the School staff was as follows:

Brigadier General Stuart Heintzelman, Commandant
Personal Staff: 1st Lieutenant Burton L. Pearce, Field Artillery (A.D.C.)
Colonel George L. Byroade, Infantry, Assistant Commandant
Lieutenant Colonel James H. Bryson, Field Artillery, Executive Officer and Secretary
Major Daniel H. Torrey, Adjutant General's Department, Adjutant General
Major Woodell A. Pickering, Infantry, Librarian
Major William E. Cureton, Field Artillery, Assistant Secretary
Major Arthur Vollmer, Cavalry, Assistant Librarian

2. **OFFICERS ON DUTY AT THE COMMAND AND GENERAL STAFF SCHOOL.**—Officers on duty at The Command and General Staff School were as follows:

Colonel James A. Woodruff, Infantry, Director Second Year Class
Colonel Russell P. Reeder, Coast Artillery Corps, Director Command and General Staff Extension Course and Director of Special Class
Lieutenant Colonel Robert McC. Beck, Jr., Cavalry, Director First Year Class

CHIEFS OF SECTIONS
(All instructors)

Command: Lieutenant Colonel Frank Keller, Cavalry
G-1—G-4: Lieutenant Colonel ~~Richard Wetherill~~, Infantry
G-2: Lieutenant Colonel Howard S. Miller, Coast Artillery Corps
G-3: Lieutenant Colonel Walter C. Short, Infantry
Publication: Lieutenant Colonel Samuel J. Sutherland, Infantry

John J. Burles

CHIEFS OF SUBSECTIONS

(All instructors)

Infantry: Lieutenant Colonel James M. Churchill, Infantry
Cavalry: Lieutenant Colonel Dillman, Cavalry
Field Artillery: Lieutenant Colonel Edmund L. Gruber, Field Artillery
Coast Artillery: Lieutenant Colonel John S. Pratt, Coast Artillery Corps
Engineer: Major James A. O'Connor, Corps of Engineers
Air Corps: Lieutenant Colonel Oscar Westover, Air Corps
Signal Corps: Major Harry C. Ingles, Signal Corps
Chemical Warfare: Major Haig Shekerjian, Chemical Warfare Service
Adjutant General: Major Daniel H. Torrey, Adjutant General's Department
Judge Advocate: Lieutenant Colonel Edwin O. Saunders, Judge Advocate General's Department
Medical Corps: Lieutenant Colonel Taylor E. Darby, Medical Corps
Ordnance: Lieutenant Colonel Norman E. Ramsey, Ordnance Department
Quartermaster Corps: Major James L. Frink, Quartermaster Corps

INSTRUCTORS

Major Frederick M. Barrows, Field Artillery
Major Raymond O. Barton, Infantry
Major Donald M. Beere, Field Artillery
~~Lieutenant Colonel John J. Burtleigh, Infantry~~
Major Thomas J. Camp, Infantry
Lieutenant Colonel William T. Carpenter, Coast Artillery Corps
Major William E. Chambers, Infantry
Major Robert M. Cheney, Cavalry
Major Donald H. Connolly, Corps of Engineers
Major Charles H. Corlett, Infantry
Major John F. Curry, Air Corps
Major John F. Davis, Cavalry
Major Lee D. Davis, Infantry
Major Jesse C. Drain, Infantry
Major Sidney Erickson, Infantry
Major William D. Geary, Field Artillery
Major Stuart C. Godfrey, Corps of Engineers
Major Clarence R. Huebner, Infantry
Lieutenant Colonel Harold W. Huntley, Field Artillery
Major Robert C. Kirkwood, Field Artillery
Major Earl Landreth, Infantry
Lieutenant Colonel Arthur W. Lane, Infantry
Major William C. McChord, Air Corps
Major Pearson Menoher, Cavalry
Major John Millikin, Cavalry
Major Harold F. Nichols, Coast Artillery Corps
Major Vernon G. Olsmith, Infantry
Major Wallace C. Philoon, Infantry
Major Herbert M. Pool, Infantry
Major Waldo C. Potter, Field Artillery
Major Thomas H. Rees, Jr., Cavalry

Lieutenant Colonel Donald A. Robinson, Cavalry
Major Homer H. Slaughter, Infantry
Major John P. Smith, Coast Artillery Corps
Lieutenant Colonel Walter D. Smith, Field Artillery
Major Alden G. Strong, Coast Artillery Corps
Major John H. Stutesman, Infantry
Major Clarence L. Sturdevant, Corps of Engineers
Major John M. Thompson, Cavalry
Major Harry L. Twaddle, Infantry
Major John H. Van Vliet, Infantry
Major Robert R. Welshmer, Coast Artillery Corps
Lieutenant Colonel Martin C. Wise, Infantry
Major Roscoe B. Woodruff, Infantry
St Col. Richard Wetherill Inf.

3. THE COMMAND AND GENERAL STAFF SCHOOL.—a. The Command and General Staff School opened on September 9, 1929 with two classes: one class, pursuing the second year's course, was composed of one hundred and eleven (111) officers from the Regular Army and one (1) officer from the United States Marine Corps; and the other class, pursuing the first year's course, was composed of one hundred and twenty-six (126) officers from the Regular Army and three (3) officers from the United States Marine Corps.

b. The list of officers who finished the two year's course and who graduated on June 20, 1930 follows:

Major James R. Alfonte, Quartermaster Corps
Major Edward M. Almond, Infantry
Major Clift Andrus, Field Artillery
Major Archibald V. Arnold, Field Artillery
Captain John M. Arthur, Marine Corps
Major Joseph D. Arthur, Jr., Corps of Engineers
Captain Herbert Baldwin, Finance Department
Major Ralph C. Barrows, Corps of Engineers
Major Jere Baxter, Infantry
Captain Virgil Bell, Infantry
Captain Aaron Bradshaw, Jr., Coast Artillery Corps
Captain Charles H. Brammell, Field Artillery
Major George H. Brett, Air Corps
Captain Lloyd D. Brown, Infantry
Major Gilbert S. Brownell, Infantry
Major John G. Burr, Field Artillery
Captain James W. Callahan, Jr., Infantry (PS)
Major Turner M. Chambliss, Infantry
Major William P. Cherrington, Coast Artillery Corps
Major Thomas McF. Cockrill, Cavalry
Major Clarence E. Cotter, Coast Artillery Corps
Major William E. R. Covell, Corps of Engineers
Major Myron C. Cramer, Judge Advocate General's Department
Major Richard L. Creed, Cavalry
Major Frank L. Culin, Jr., Infantry
Major Ziba L. Drollinger, Infantry
Captain Claudius M. Easley, Infantry
Major Clyde R. Eisenschmidt, Infantry
Major Arthur M. Ellis, Infantry

Major Frank E. Emery, Jr., Coast Artillery Corps
Major Lawrence W. Fagg, Infantry
Major William C. Foote, Coast Artillery Corps
Major Bertram Frankenberger, Field Artillery
Major Richmond T. Gibson, Coast Artillery Corps
Major Hugh C. Gilchrist, Infantry
Lieutenant Colonel Thomas N. Gimperling, Quartermaster
Corps
Major Joseph H. Grant, Infantry
Major Thomas J. Hanley, Jr., Air Corps
Major Francis A. Hause, Coast Artillery Corps
Captain Francis J. Heraty, Infantry
Major Walter W. Hess, Jr., Field Artillery
Captain Willfred R. Higgins, Infantry
Major Henry B. Holmes, Jr., Coast Artillery Corps
Major Frank L. Hoskins, Coast Artillery Corps
Major Jesse B. Hunt, Field Artillery
Captain James F. C. Hyde, Corps of Engineers
Captain Neal C. Johnson, Infantry
Captain James A. Kilian, Cavalry
Captain George L. King, Infantry
Major Allen F. Kingman, Infantry
Captain Hans E. Kloepfer, Cavalry
Major George L. Kraft, Infantry
Major Arthur T. Lacey, Cavalry
Major Jay D. B. Lattin, Signal Corps
Major William F. Lee, Infantry
Major Kenneth P. Lord, Field Artillery
Captain LeRoy Lutes, Coast Artillery Corps
Major James C. McGovern, Infantry (PS)
Major Hamilton E. Maguire, Field Artillery
Major Paul W. Mapes, Infantry
Captain Henry J. Matchett, Infantry
Major Vincent Meyer, Field Artillery
Major John T. Minton, Cavalry
Major John C. Mullenix, Cavalry
Captain James P. Murphy, Infantry
Major Russell A. Osmun, Quartermaster Corps
Captain Philip Overstreet, Infantry
Captain David A. Palmer, Infantry
Captain Charles M. Parkin, Infantry
Major Donald S. Perry, Cavalry
Major Wilmer S. Phillips, Coast Artillery Corps
Major George A. Pollin, Field Artillery
Major Herbert DeW. Porterfield, Medical Corps
Major Terrill E. Price, Cavalry
Major Fay B. Prickett, Field Artillery
Captain Clifton A. Pritchett, Infantry
Captain William G. Purdy, Infantry
Major William A. Raborg, Field Artillery
Captain Edward J. Rehmann, Infantry
Major George J. Richards, Corps of Engineers
Major Harrison H. C. Richards, Air Corps
Major Holland L. Robb, Corps of Engineers
Major John N. Robinson, Infantry
Major Otis K. Sadtler, Signal Corps
Captain Erle O. Sandlin, Infantry
Major Leslie T. Saul, Infantry
Captain Cyrus H. Searcy, Infantry
Captain Harry R. Simmons, Infantry
Major Carl J. Smith, Coast Artillery Corps
Captain George I. Smith, Cavalry

Major John S. Smylie, Coast Artillery Corps
Major William Spence, Field Artillery
Major Harry W. Stark, Coast Artillery Corps
Major Richard C. Stickney, Infantry
Major George W. Teachout, Infantry
Major Claude B. Thummel, Ordnance Department
Captain Harry B. Vaughan, Jr., Corps of Engineers
Captain George D. Wahl, Field Artillery
Captain Nelson N. Walker, Infantry
Major Edward C. Wallington, Chemical Warfare Service
Major Leroy H. Watson, Infantry
Major Lawrence B. Weeks, Coast Artillery Corps
Major Frank L. Whittaker, Cavalry
Major Robert P. Williams, Medical Corps
Major James B. Wise, Jr., Cavalry
Major John B. Wogan, Field Artillery
Major John H. Woodberry, Ordnance Department
Major Benjamin A. Yancey, Infantry
Major Mason J. Young, Corps of Engineers
Major Edwin A. Zundel, Field Artillery

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4. COURSES FOR REGULAR ARMY OFFICERS.—The two year course was inaugurated in September 1928. The first class to take the two year course completed it on June 20th this year. The results attained have fully justified the return to the two year course. The subjects added to the course are a valuable part of an officer's education and the officers receiving them are better prepared for their future duties. It enables much better instruction to be given, allows the students time to properly assimilate the instruction, tends to broaden them, and in my opinion the decision to detail all officers to take the full course is most satisfactory and should be continued.

5. INSTRUCTIONAL METHODS.—*a.* The methods used to impart instruction at this School are excellent. This is due to insistence upon proper methods of presentation, the conscientious efforts of the instructors, the policy of sending instructors to pursue summer courses in civilian colleges, and the committee and tutorial methods adopted.

b. The course of the Second Year Class was concluded by a Command Post Exercise lasting seven days, five in camp. This exercise was very successful and demonstrated the ability of the members of the class to handle successfully the numerous decisions and details involved in the conduct of Corps and Army operations in the field.

c. The preparation of an entire new course including the writing of several new texts, problems and map maneuvers

has necessarily placed a heavy burden on the instructors. In spite of this fact instructors are entitled to great credit for producing an excellent course.

6. SELECTION OF INSTRUCTORS.—The policy of securing the larger part of each year's replacement of instructors from officers who have graduated from here but who have been on other duty for a few years and especially have had the War College course has proven to be beneficial.

7. SELECTION OF STUDENTS.—*a.* No officer should be sent here as a student who has not a general efficiency rating of excellent, undergone the preparation required to pursue the course successfully, and is physically fit.

b. In order to place all students more nearly on the same plane as to preparedness for the course it is recommended that all officers who have not graduated from a special service school of a combat arm be required to take The Command and General Staff Extension Course before the opening of the School term for which they are scheduled.

8. PRINTED TEXT BOOKS.—All our text books are now in printed form. Mimeographs are restricted to those necessary for daily or temporary use. The policy of revising texts only when drastic changes have made revision necessary has been continued. The recent changes in Tables of Organization of certain units has required some revision of our texts and these are being made. They will be completed prior to the opening of the next School year.

9. MORALE.—The morale of officers on duty with the School has been excellent. This is due to the courtesies extended, the helpful assistance to incoming officers, the care and maintenance of quarters, and the activities maintained for the recreation and pleasure of the officers and their families. These various activities should be continued and every effort should be made to improve them.

10. SPECIAL COURSE FOR OFFICERS OF THE NATIONAL GUARD AND ORGANIZED RESERVES.—*a.* The Special Course for officers of the National Guard and Organized Reserves began March 17, 1930 and continued until June 16, 1930. In compliance with War Department orders thirty-two (32) officers reported to join this class, ten (10) from the National Guard of ten states and twenty-two (22) Organized Reserve Officers representing the nine corps areas. In all twenty-

three states and the District of Columbia were represented in this class. One National Guard officer and one Organized Reserve officer under orders to report failed to do so.

b. The list of graduates is as follows :

Lieutenant Colonel Frederick E. Adams, Infantry Reserve
Colonel James E. Austin, Field Artillery Reserve
Major David Beale, Field Artillery Reserve
Major Alfred O. Brown, Infantry Reserve
Colonel Charles H. Browne, 137th Infantry, Kansas National Guard
Lieutenant Colonel Gordon L. Carter, Coast Artillery Reserve
Lieutenant Colonel Edward I. Edwards, Jr., Quartermaster Corps, New Jersey National Guard
Colonel Charles I. Faddis, Infantry Reserve
Lieutenant Colonel William Fish, 28th Division, Pennsylvania National Guard
Lieutenant Colonel Marshall A. Goff, Infantry Reserve
Colonel Karl E. Hobart, 108th Engineers, Illinois National Guard
Major George A. Hutchison, 189th Field Artillery, Oklahoma National Guard
Major Elisha K. Kane, Field Artillery Reserve
Major John W. Keveney, Infantry Reserve
Lieutenant Colonel Gebhard J. Long, Jr., Infantry Reserve
Colonel Joseph W. Lowe, 120th Engineers, New Mexico National Guard
Major William F. MacMillian, Field Artillery Reserve
Colonel D. John Markey, 1st Infantry, Maryland National Guard
Colonel Elmer W. McDevitt, 125th Field Artillery, Minnesota National Guard
Major Valdemar G. Mellgren, Chemical Warfare Reserve
Lieutenant Colonel Harry P. Newton, Coast Artillery Reserve
Major Raymond F. Olson, 82nd Infantry Brigade, Oregon National Guard
Lieutenant Colonel Orrin W. Potter, Infantry Reserve
Brigadier General Lloyd D. Ross, 67th Infantry Brigade, Iowa National Guard
Lieutenant Colonel Ward L. Schrantz, Infantry Reserve
Major John S. Spicer, Ordnance Reserve
Lieutenant Colonel Erling C. Theller, Field Artillery Reserve
Lieutenant Colonel William C. Vest, Field Artillery Reserve
Major Arthur P. Watson, Infantry Reserve
Major Ewing G. Wells, Field Artillery Reserve
Lieutenant Colonel Harry A. Welsch, Jr., Infantry Reserve

c. Of the officers who reported for the Special Course one was found to be physically incapacitated to pursue the course when he reported and was sent to the United States Veterans Bureau Hospital at North Little Rock, Arkansas. Another was found to be physically unfit for field service but his physical defect was waived by order of the War Department and he was permitted to take the course. A third was receiving 41% incapacity allowance from the Veterans' Bureau, which after special physical examination he requested be

rescinded. Two others were reported as unsatisfactory physically in their efficiency reports concluding the course. I recommend that renewed efforts be made to insure that all such officers be in good physical condition before reporting to this School, as after arrival it is difficult for the War Department to deny them the privilege of taking the course.

d. The class that entered on March 17, 1930 indicates a marked improvement over previous classes as to preparation. All but one of these officers had completed the required subcourses of The Command and General Staff Extension Course.

e. The facilities available enable us to provide instruction for approximately fifty officers. The Special Class should have not less than forty members nor more than fifty. There will be quarters at Fort Leavenworth next year for a class of approximately forty-two officers and as all officers are on a commutation basis some of whom are accompanied by their families who live in Leavenworth during the course I recommend that fifty officers be designated to take the Special Course next year. We will care for those that come.

f. I also recommend that the age limit for officers detailed to take the Special Course be fixed at forty years.

11. THE COMMAND AND GENERAL STAFF EXTENSION COURSE.—*a.* New problems were prepared for Subcourses I and II and certain problems in other subcourses revised in order that they would conform to important changes in organization. In all nineteen new problems were prepared. In addition to these a Special Staff and Logistics Extension Course, consisting of fourteen problems, was prepared, printed and distributed to corps areas. This course was prepared at the direction of the War Department and is intended only for the instruction of officers of the several services who do not desire to enroll for the regular Command and General Staff Extension Course. Tactical decisions and tactical principles have not been included in this course of instruction.

b. At the direction of the War Department, the following common subcourses of the Army Extension Course were prepared and submitted on December 1, 1929 to the War Department for final approval:

	<i>Problems</i>
Subcourse: Organization of the Infantry Division	3
Subcourse: Combat Orders and Solution of Problems	3
Subcourse: Tactics and Technique of the Separate Arms	
Part I.—Tactics and Technique of Infantry	10
Part II.—Tactics and Technique of Field Artillery	5
Part III.—Tactics and Technique of Cavalry, Aviation, Engineers, and the Combined Arms	6
Subcourse: Staff and Logistics of the Division	8
Total	35

c. The issue of a diploma to officers who satisfactorily complete The Command and General Staff Extension Courses has tended to stimulate interest in the carrying on of the course to completion and increased enrollments in these courses. Since the approval by the War Department of the issue of such a diploma one hundred and twenty-three diplomas have been prepared and issued to corps areas, as shown on the following chart:

DIPLOMAS AWARDED TO GRADUATES OF THE COMMAND AND GENERAL STAFF EXTENSION COURSE
 To include April 7, 1930
CORPS AREA OR DEPARTMENT

<i>Arm of Service</i>	<i>1st</i>	<i>2d</i>	<i>3d</i>	<i>4th</i>	<i>5th</i>	<i>6th</i>	<i>7th</i>	<i>8th</i>	<i>9th</i>	<i>Totals</i>
Infantry.....	2	6	1	3	5	2	5	5	5	34
Field Artillery.....	2	4	2	1	5	2	3	1	2	22
Cavalry.....	2	2	2		1	1	2			8
Engineers.....	1	7	1		7	1	1	1	2	21
C.A.C.....	3	2			1				1	7
Air Corps.....			1				1			2
C.W.S.....	2			1					1	4
Signal Corps.....				1						1
Ordnance Dept.....		1			1	1				3
Medical Corps.....		1			3		1	1	1	7
Q.M.C.....	1	1			2				1	5
A.G.D.....								1		1
J.A.G.D.....			1							1
Finance Dept.....										0
Chaplains.....										0
Auxiliary.....			1				1			2
Specialist.....			1							1
Dental.....					1					1
Military Police.....					1					1
Miscellaneous.....	1					1				2
TOTALS.....	14	22	10	6	27	8	14	9	13	123

Panama Department: None.
 Hawaiian Department: None.
 Philippine Department: None.

d. In an effort to simplify, the production of new instructional material has been reduced to a minimum and special maps issued with every problem. These have been standardized to assist production. The mechanical labor on the part of the students has been materially reduced by placing the initial situation on accompanying maps by means of overlays.

e. The visits made by the Director of The Command and General Staff Extension Course to corps area headquarters and the Special Service Schools, pursuant to War Department instructions, with a view to securing uniformity in the conduct and instructional methods employed in the Extension Course, were of great benefit to the courses. It is recommended that such visits be continued during 1930-1931 and include one or more centers in each corps area in addition to headquarters in order that more officers on duty with the National Guard and Organized Reserves may be assembled and hear the discussion by the Director during these visits.

12. MISCELLANEOUS MATTERS.—a. *U.S. Disciplinary Barracks discontinued.*—Since the last Annual Report of the Commandant, the U.S. Disciplinary Barracks has been discontinued pursuant to authority contained in telegram from the Adjutant General dated August 21, 1929. The result of these orders has been that all of the enclosure within the former U.S. Disciplinary Barracks' walls and a recreational area within the wire enclosure to the north thereof have been turned over to the Department of Justice and is now a Federal Prison. In addition to this the Warden of this U.S. Penitentiary has been authorized to occupy one set of officer's quarters next to the prison wall.

All officers and enlisted men of the former U.S. Disciplinary Barracks have either been ordered to other stations or are now performing duty in detachments of The Command and General Staff School in accordance with War Department orders. The result of this is that for the first time in many years all military activities at Fort Leavenworth are under the Commandant and no exempted military activities exist.

b. Reconstitution of 3d Battalion 17th Field Artillery.

—The 3d Battalion 17th Field Artillery was reconstituted at this station as of April 1, 1930 per instructions contained in letter AG 320.2 FA, dated February 8, and May 15, 1930. This unit has been assigned as quarters for enlisted men buildings numbers 48, 49, and 50. Buildings numbers 239, 240, 269, 279, and 280 have been assigned to house its equipment. Fifty men were transferred to the Battalion from units at Fort Bragg, North Carolina and eighty-four men from units at Fort Sam Houston, Texas. Since its reconstitution one hundred and eight recruits in addition to the men above mentioned have been received. The absorption of this Battalion into the Post has been accomplished without in any way interfering with the functions of the School and its progress to date has been satisfactory.

c. Summer Training Camps.—The old target range near Camp Headquarters has been razed and the site converted into a drill field. The target butts, an embankment of approximately 1000 cubic yards of dirt, has been removed and the dirt used to fill target pits and raise the southeast end of the field.

Toilets, showers, and laboratory installations have been added to the Camp Infirmary. A filtering plant capable of turning the entire contents of the Camp Swimming Pool (280,000 gallons) every twenty-four hours, has been purchased and is being installed. All dry toilets have been removed from Camp.

A projection house for outdoor moving picture shows, a target material house and truck shed suitable for housing the Camp transportation, has been erected this last spring.

The first contingent of the Camp cadre arrived on June 5th. The R.O.T.C. Camp opened June 15th with two hundred twenty-six (226) students. The C.M.T. Camp will open on August 1st and is being prepared to accommodate twenty-four hundred (2400) candidates.

d. Health of the Command.—The health of the command during the year has been generally good. Two cases of epidemic cerebrospinal meningitis occurred in prisoners, one on December 30, 1929, the other on January 4, 1930. All the necessary precautions to prevent the spread of the

disease were taken. Both cases recovered from meningitis, but one of the prisoners later died as a result of bronchial spirochetosis. During May, 1930, there were 36 cases of measles among the children and 6 cases among the military personnel. They were all of the mild type, without complications. During the calendar year 1929, the admission rate per 1,000 per annum for military personnel only was 490.91 while the Army rate as a whole was 710.91, this latter for the calendar year 1928, the only figures available.

The administrative details which differentiate The Command and General Staff School from the average military station are peculiarly multiplied in the service provided by the Medical Department. The Station Hospital has the usual functions common to all military posts. It is utilized to some degree as a hospital of definitive treatment for a limited number of patients by transfer from other stations in the corps area. The greatest mission, however, lies in the out-patient department which is among the largest in the Army.

Statistics are often unimpressive, however it is observed that the out-patients reports exceed by approximately 200 per cent the number of patients treated and by more than 8000 the number of treatments given for a similar period at the General Dispensary, Ninth Corps Area and Letterman General Hospital as evidenced by the Report of The Surgeon General for the year 1929. The number of patients treated in out-patient department, Station Hospital, Fort Leavenworth, Kansas, July 1, 1929 to May 31, 1930 was 15,205; the number of treatments 29,153. There were, in addition, 1140 individuals hospitalized during this period. An attempt has been made to centralize the out-patient department with the idea of liberation of the special services from dealing with miscellaneous out-patients, with resultant multiplication of effort, except in consultation and referred work, but so far this effort has been relatively impotent because of shortage of personnel.

In consideration of the needs of this station, it should be remembered that Leavenworth is a center for retired soldiers and that they, their dependents, and numerous others entitled in general to medical treatment who are in no manner connected with this station, receive medical treatment therein.

A suitable barrack for the medical detachment has been provided. This has markedly increased the morale of the detachment and added to the comfort.

There is no question in my mind but that the medical personnel at this Post is inadequate and hence overworked in its efforts to furnish satisfactory medical service.

e. Reconstruction of apartments.—The War Department allotments made this June enabled a contract to be let to reconstruct twenty-two sets of apartments in barrack buildings. Since good quarters are one of the greatest morale factors in the life of student officers I recommend that from time to time additional allotments of funds be made to enable the Commandant to entirely reconstruct all of the apartments having beaver board partitions.

S. HEINTZELMAN,
Brigadier General, U.S. Army,
Commandant.